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SOURCE Su-pei Jih-pao.

DECISIONS OF NORTHEAST BUREAU OF CCP  
REGARDING PARTY LEADERSHIP IN STATE ENTERPRISES

In 1949, the Chinese Communist Party announced that the focus of party activities would shift from the villages to the cities. This was the formal statement of the fact that the Chinese Communist Party was changing from its early agricultural base to an industrial one. The result was the assignment of party cadres to industrial and mining enterprises as managers and political workers.

This report points out the duties of party cadres in industrial development and outlines the various methods for strengthening party control in industry.

The following decisions were made by the Conference on Party Activities in Northeastern Cities and approved by the Central Committee of the Chinese Communist Party in May 1951.

The Chinese Communist Party in the Northeast Regional District has devoted more and more attention to party activity in cities and industrial plants since land reform was completed in the old liberated areas. After the liberation of all of Northeast China, the party shifted its focus of activity from the villages to the cities. It assigned many cadres to industrial and mining plants as general managers, plant managers, and political workers. The Second Plenary Session of the CCP pointed out in March 1949 that "from now on we enter a period in which cities shall take the lead in party activities; the focus of party activities will shift from villages to cities."

The Northeast Bureau and all the party organizations in Northeast China have faithfully and successfully carried out these instructions. With the restoration and development of industrial production, beginning in 1949, and the Industrial Conference in August 1950, the party in the Northeast strengthened its leadership in economic activities. Under the leadership of the

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Central Committee and the Northeast Bureau, an overwhelming majority of the staff members and political workers in the Northeast's industrial and mining enterprises have been earnestly learning the methods of industrial management and the techniques of mass work among the industrial workers. They have had many valuable experiences.

Since they have been called on to fulfill the heavy tasks ahead of them, they should make more intensive studies of business practices and improve their political ideology. From party experiences in industrial enterprises during the past 5 years, particularly the 2 years following the liberation of all of Northeast China, we have drawn the following conclusions which may help to improve party leadership in state industrial enterprises.

A. Rely on the Working Class, Carry Out Democratic Reform, Implement a New System of Management, Restore and Develop Industrial Production

To meet military and civilian needs, we must immediately restore the industrial enterprises which were destroyed or damaged seriously by the Kuomintang regime. These enterprises served as centers of mass exploitation under the former regime. Experiences during the periods of transition -- during the earlier period as well as the later, following the liberation of Mukden -- show that to restore and develop production, we must rely on the working class, carry out democratic reform, and introduce a new system of management.

Experience shows that the assignment of our personnel to assume the management of a plant will not only ensure prompt reform in the plant, but will also enable our personnel to learn about management quickly and thus to master all other related business practices. After a plant is taken over, we should effect an orderly democratic reform.

This includes the establishment of various study classes, discussion groups, and meetings to raise the political consciousness of the workers; the abolition of irrational regulations (for example, physical punishment, insults, confiscating the offender's pocket money, etc.); and the elimination of all reactionary organizations (KMT, KMT's Youth League, special agents, etc.). We should further inspire the feelings that the workers are now their own masters so that they will protect public property, donate the industrial equipment they own, and develop a new attitude toward labor.

When our personnel, assigned to manage a plant, understand the real situation in the plant, then we may go one step further and rely on the workers there to reform the system of management. This reform consists of production planning and financial auditing. They are essential means of control.

The following measures should be taken to carry out reform in industrial plants: (1) thorough auditing of the assets of each plant and the ascertainment of fixed assets in relation to working capital; (2) launching campaigns against waste; (3) waging socialist competition to attain new records, patriotic production drives, etc.; and (4) improving the workers' efficiency. When all these measures have been carried out, we may begin the quota control system and the centralized responsibility system. We should also draw up working rules and factory inspection systems. We should introduce new methods of production for quality improvement. To lower production costs, we should apply the cost control system, and make accounting an independent division. We should apply the principle of "pay according to work," follow the eight-grade wage-rate schedule, and later introduce the piecework wage system and other incentive wage systems. With these methods and measures, we will gradually be able to erect a new system of management.

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Our experience shows that democratic reform, pursued in close alliance with the worker, is indispensable for the restoration and development of industry.

Reliance on the workers is a basic party approach for industrial administration. The workers must be relied upon to accomplish any industrial activities. This policy must be stressed repeatedly to our cadres. This approach, when further examined, reveals the following:

1. Reliance on the workers requires exploration of the potential strength of the working class for industrial development. Hence, they must be given reports of state production, financial and technical development plans as an aid in organizing them to fulfill these plans. We should trust the experience, talent, and creative genius of the working class and receive the workers' representatives in the factory administrative council.
2. Reliance on the working class means to rely on the entire plant personnel. To organize the entire plant personnel as reliable supporters of the party's leading body in the plant, we must rely on the politically conscious and the active members of the working class, i.e., we must rely on the party organizations, workers' unions, and the Youth Corps.
3. Reliance on the working class requires reliance on all workers, technical personnel, and the staff members. It is obviously wrong if we do not include the technical personnel and the staff members in the working class and accordingly unite them with us. We must intergrade the labor power of the working class and the scientific technique of the technical personnel.
4. Reliance on the working class means that we must listen to the workers' opinions, understand what they need, show concern for and improve the workers' cultural and material welfare.
5. Reliance on the working class means to raise the political awareness and cultural level of the working class and to promote its active members to executive positions in plants, trade unions, and party organizations.

B. Basic Objectives of Division of Labor Among the Party's Organization, Administration, Trade Unions, and the Youth Corps in State-Owned Enterprises

The state-owned industrial and mining enterprises are socialist in nature; thus the wealth and products of these plants are the common property of the working class and the people. Therefore, there is no class conflict or class exploitation in plants or mines, instead there is a relationship of public and private interests. The interests of the manager and of all members of the plant -- the workers, technical personnel, and staff members -- who strive for increased production are working to strengthen the national economic and defense system, to realize the industrialization of China, and to improve the cultural and material welfare of the working class and of all the people.

Therefore, to increase production should be the foremost objective of all party organizations, administrative departments, trade unions, and the Youth Corps within each industrial plant and mine. These organizations should unite and work together in close cooperation for the realization of this objective. They should use various means to attain the goal. They should encourage and improve the political consciousness of the workers and organize them for the improvement of production, production quality, cost, technical skill, and capital turnover. They should also work to improve the living standards and the working conditions of the workers as they attain these production achievements.

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In view of the above-mentioned fundamental objective, the party organization, administration, trade union, and the Youth Corps should divide their responsibilities as follows:

1. In each plant or mine the manager is responsible for the administration of the enterprise to which he is assigned by the government. Necessary means of production and capital are obtained from the state. The manager is also responsible for the management of the plant. Under the jurisdiction of the manager, a management committee is organized to facilitate workers' participation in management. The manager shall convene committee meetings to discuss production plans, methods for their realization, the management system, organization of production processes, personnel policy, workers' welfare, and other important matters. Periodically, the manager shall make a report of his administration to the representative meeting of the workers and the staff.
2. The party, as the supreme organization of the working class and as an independent political organization, assumes the full responsibility for implementing political education in the plant and for guiding and supervising the administration and production departments. The party's committee in the plant or mine shall, according to government laws, decrees, plans, and instructions from the party's higher authorities, strengthen its leadership in political education. This objective must revolve about increased production as the most basic objective. It must also guarantee complete accord of attitude with measures taken by the party, the government, the trade union and the Youth Corps within the plant.
3. The trade union is a workers' organization. Its principal function is to organize and educate the broad masses of workers under the leadership of the party and its higher authorities so that workers will be able to raise their political consciousness and improve their technical skill. The trade union must also develop new character patterns for the workers and launch production drives for the more rapid completion of state economic plans. In addition, the trade union must earnestly try to improve working conditions and living standards of the workers and to protect the basic interests of the working class.
4. The Youth Corps is a political organization for young staff members and workers in industrial plants. Its principal function is to teach Mao-tung's political ideology to its members, organize them for political, cultural, and technical studies and physical training, and urge them to participate actively in production campaigns.
5. Thus, these organizations shall divide their responsibilities, each organization working with the others, but using different methods for the realization of the foremost objectives -- the successful completion of the state economic plans.

Experience shows that giving the manager centralized responsibility is an appropriate policy for the present, from the viewpoint of the party. The state factories and mines are modernized and well-integrated manufacturing concerns which must be managed by a centralized authority. After democratic reform has been accomplished in these enterprises, production is resumed, a new system of management set up and, with Soviet experts assisting, it is possible to give centralized authority to the manager. However, this system must be integrated with a democratic management system. It would be a serious mistake for the manager to exercise his power regardless of the workers' opinion, or to behave as a dictator and, ignoring the intention of the party's policy, to misinterpret the meaning of his administrative functions and neglect the workers' welfare. All these attitudes would separate the workers from us and lead to failure.

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Experience further shows that political activities in state plants or mines must serve the economic interests of the state. Therefore, political activities must be coordinated closely with economic activities. All political organizations in factories or mines are urged to study carefully the art of production management and other economic problems. They should also constantly increase the political consciousness of the workers. If the party workers in factories or mines fail to seriously study economic problems rising from the production process, if they fail to arrange their political activities in accordance with production plans, and if they allow themselves to become fully occupied with either production activities or political activities, their influence will be weakened and the plant's production will be doomed to failure.

Experience also shows that only with a gradual increase in production is it possible to improve the welfare of the staff and workers. It is impossible and erroneous to pursue only welfare and neglect production activity. By the same token, it is also wrong to pursue production alone and to neglect the workers' welfare.

To assure the benefits of the division of labor to the party organizations, administration, trade union, and the Youth Corps within the state plant or mine, we must pursue the centralized authority system of management, bring political activities and economic activities into close coordination, and improve the workers' welfare as production increases. We must overcome the erroneous contention that centralized management contradicts democracy, that the attempt to improve the workers' welfare is inconsistent with production, and that political activities are not conducive to production. We should formulate our attitudes from overall considerations; we should urge the workers to realize that their present interests should be subordinate to national interests.

The party organization, the administrative department, the trade union, and the Youth Corps within a plant must all reach complete agreement and act in harmony. They should thoroughly discuss problems which involve basic principles. On routine matters which do not involve fundamental principles the various organizations should seek solution to questions on the basis of compromise and mutual respect. They should cultivate mutual concern, cooperation, and self-criticism. Informal meetings of the organization leaders of the party's leading body factory administration, trade union, and the Youth Corps are conducive to cooperation, and should be used to solve daily problems.

#### C. Supervisory Function of Party Organization in Factories

By participating in political and production activities in the factory or mine, the party organization carries out its supervisory function. If this function is properly accomplished, the workers' enthusiasm and creative genius will be fully developed, difficulties will be lessened or overcome, and the manager's leadership will be strengthened. Its scope of supervision includes:

1. Struggle to carry out production planning. This is the supervisory function in essence. The party organization in the factory should carefully study the production goals announced by the state, make concrete plans to exceed or to reach these targets, discuss the production schedule and all its problems, and coordinate various organizations to execute the production plan. The party organization should also make periodic reports on the execution of production plans.
2. Supervise the factory's enforcement of laws, orders, decrees, and directives issued by the party and the government, particularly the enforcement of the financial auditing system and the labor protection regulations. It should criticize any tendency that is incompatible with the execution of these laws and orders.

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3. Supervise the functioning of the centralized management system and the functioning of the democratic management system. For instance, the party organization should periodically call meetings of the factory management committee and the workers' representative committee, urge the labor leaders to discuss the managers' proposed production plans with the workers, and examine to see how well the manager adopts workers' criticism and rational proposals, etc.

4. Try to discover prospective leaders and promote them. Help the administration to promote correctly factory leaders. Correctly execute incentive regulations and unite the staff and the technical personnel about the party. Purge counterrevolutionaries hidden among the factory workers.

5. Resolutely oppose and struggle against those who violate laws, orders, discipline, government policy, factory rules, those who intentionally misinterpret government policy, and those who have bureaucratic attitudes.

To realize the supervisory function, the basic party unit in the factory must carry out the following activities:

a. Raise the level of political consciousness and business ability of all party members and staff and workers. We should intensify political education by using every opportunity to launch instructive propaganda. We should stress the fact that only by increasing production can we hope to improve the living standard of the workers. We should combine our political and economic objectives. We should rally the workers to support the party's decisions regarding production. We should organize our party members and cadres to study business administration, technical skill, and the science of production and labor management so that we can fully master all aspects of modern industrial management.

b. We should fully utilize the party organization to mobilize all party members, working in coordination with the workers, to fulfill production targets. We should create labor models to encourage all workers to participate enthusiastically in production. Every leader in the party organization and every member of the party should outline his own plan to contribute to the whole production plan. The party organization should inspect the plans made by individual members.

c. The party organization should utilize various workers' organizations, such as workers' conferences, workers' representative meetings, factory management committees, various discussion meetings and production conferences to carry out production plans and measures concerning the workers' welfare. The party organization should accept or support all rational suggestions made in these conferences and meetings.

d. The party organization may invite the factory manager to give a report at a meeting when the supervision of state economic plans are involved. This meeting may discuss the report made by the manager and criticize it accordingly. Within the power given to it by the party's higher authority, the meeting of the party organization may draw up resolutions aiming at the improvement of party work.

e. Encourage criticism either from within or outside the party to promote a sense of responsibility and creative proposal. This is the only way to ensure agreement in thought and in action between the party and the masses.

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D. Party Activities Concerning Party Leadership in Trade Unions and Youth Corps

Exploring the working masses constitutes the essence of party activities in the factory or mine. It involves party leadership in trade unions and the Youth Corps.

1. Trade Unions

The trade unions in state enterprises must actively participate in production and consider such participation as their most important duty. They should utilize all means to raise the class consciousness of the workers and to make them realize that the interests of the working class completely depend on the successful completion of the economic reconstruction of the state. Trade unions must mobilize and organize the working class to take part in industrial management so that the trade unions really become "a school of management, of business administration, and of Communism." (Lenin, On Trade Union)

The trade unions should also protect the daily interest of the workers; they should utilize every possible means to improve the working and living conditions of the workers. They should supervise the execution of government laws and orders, and struggle against the neglect of workers' vital interests, the misinterpretation of government laws, and against bureaucracy and subversive activities.

Our present objective is to strengthen the basic trade-union committee which is the cornerstone of trade-union organization. Trade unions function through this basic organization.

The basic trade-union committee is to be strengthened by rallying the workers to increased production. The essential activities, which should be carried out by educational and persuasive methods, fall into three aspects: production, daily life, and education.

a. Production

The first essential task of the trade-union committee is to rally the working masses. It should lead the workers to participate in patriotic production drives. We should make all the staff members and workers realize that the ultimate objective of the production drive is to solve difficulties confronting enterprises. The production drive is a decisive factor in fulfilling the over-all economic plan. Thus, through various conferences and meetings, we should teach the workers how to increase their knowledge, improve their tools and working methods, improve work schedules, introduce new and advanced experiences, make rational suggestions, study industrial techniques and observe factory discipline and safety regulations.

We should teach them not to rely blindly on their bodily strength or to overlook product quality. Through the course of production we should improve the management system, create new records in product quantity and quality, and gradually introduce the piecework system with the intention of giving due rewards to active participants in production drives. As a help to those who progress slowly during production drives, and to ensure that the whole plant shall progress at a constantly increasing rate, various collective pledges should be promoted among the workers, coordination pledges should be promoted among various functional units within the same factory, and collective agreements should be promoted between trade unions and the management. Through these three types of organic relations, the whole production process may be organized for increased production.

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## b. Daily Life

Problems relating to the workers' welfare and their daily working and living conditions may be solved in three ways:

(1) The trade union has a right to supervise the execution of the state labor laws. The trade union may help the management to enforce wage regulations, the incentive system and other regulations leading to the improvement of workers' living and working conditions. Furthermore, the trade union may, at its own discretion, use the appropriation allocated to it by government laws and orders to improve the workers' welfare. On the one hand, the trade union should oppose any bureaucratic misinterpretation of the labor law which may result in the violation of the workers' interests. On the other hand, the trade union should urge the staff and workers to realize the limitations imposed by the present situation on the possibility of wage improvement and to avoid making excessive demands.

(2) Mobilize the workers to surpass the production plan. The trade union should strive to obtain larger development funds for the factory to improve the workers' welfare. The workers should be educated to see the relation between the increase in production and their welfare.

(3) Organize the workers to solve their problems by mutual effort. Set up recreation centers and promote cultural and recreational activities.

## c. Education

In developing political, cultural, and technical education, the workers must feel the responsibility of being their own masters. Every type of political movement to raise the workers' political awareness should be used. At present, we should wage an intense propaganda drive to advance the Resist America, Aid Korea Movement. More professional schools should be opened to train the workers, to raise their cultural and technical standards, and to prepare them for the industrialization of China. The collective agreement between master and apprentice as a means of education should be popularized.

In fulfilling the above objectives, the trade union must follow democratic principles. In addition to democratic persuasion and organization, a system of democratic operation must be inaugurated as a permanent institution. This consists of the following activities:

(1) The trade union should give regular business reports to its members and hear criticism and suggestions from them. It should take action on questions submitted by its members.

(2) Officials should be elected in the trade-union committee. Officials of the union committee shall not be appointed by the government. They cannot be transferred to another factory without permission from the union.

(3) The financial account of the union should be kept open and subject to members' supervision and investigation.

The local union should strengthen its leadership over the affiliated industrial unions in its locality. Except for the railroad, postal service, and maritime unions, all the other industrial unions shall be affiliated and under the supervision of the trade union in its locality. The local trade union should assure the satisfactory execution of orders and directives issued by higher trade-union authorities.

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## 2. Youth Corps

The Youth Corps in various industrial organizations is an institution which teaches the young workers Marxism-Leninism and the theories of Mao Tse-tung. It is also an institution which trains young people in technical skills so that they can be prepared to participate in the industrialization of China. Therefore, the Youth Corps in enterprises is the party's indispensable aid and reserve force.

The Youth Corps should be responsible for the following activities:

## a. Arouse Political Awareness

First, under party leadership and in cooperation with the trade unions, the Youth Corps should educate the young workers to arouse their political awareness and develop enthusiasm, creativity, and initiative in their work. For example, the Youth Corps should urge the workers to participate actively in various production campaigns and movements, organize them as a vanguard when introducing new experience and creating new records, and encourage them to make rational proposals for improving production.

## b. Improve Skills

Second, the Youth Corps should launch a movement to study science and culture in an effort to raise the level of skill and the cultural standard of its members and young workers. It should encourage young workers to attend various professional or technical schools and reading classes in their leisure time; teach them to respect their teachers and love the apprentice workers. It should establish a better system of collective agreements between master and apprentice, strengthen the political education of young technicians and staff members and help them develop a new philosophy of life, teaching them to cooperate closely with the workers.

## c. Promote Recreation

Third, more concern should be given to the health of the young staff members and workers by promoting sports and recreational activities. More attention should be directed to the solution of specific problems of the youth welfare providing them with guidance in dealing with daily problems.

## 3. Party Leadership Activities

The party's leadership in trade unions and in the Youth Corps consists in the following concrete activities:

a. The party exercises its leadership function through its unit in the union. Such a unit must be organized in each union. Before the trade union makes resolutions or takes action concerning labor policies and economic plans (resolutions for executing government policy, high-level union directives, union activity plans, educational programs for workers, amendment to union organization, promotion and transfer to union leaders, and activities involving all the workers in a factory), it must refer the matter to the party meeting for discussion. The party meeting shall present these matters to the union committee, which in turn shall present them to trade-union meetings. The trade union shall make resolutions on these matters and mobilize all workers.

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b. Party members and members of the Youth Corps must be mobilized to carry out the trade union's resolutions and educate the party members and members of the corps to help working masses. Party members should be trained to be active centers of political influence. The Youth Corps does not function as a substitute of the trade union, rather, its members in the trade union assist in strengthening the union's activities. The party should honor the union's reputation, respect the union's organizational system, and help to develop trade-union leaders.

c. In the course of union activities, the party should render concrete assistance to the union. For instance, it should help the union to re-view its activities, educate and train its leaders and members, and correct the mistakes made by union leaders.

Basically, the attitude of the party's leadership toward the Youth Corps is similar to its attitude toward the trade union. However, the party should stress the education of the members of the corps and teach them to function, not as individuals, but as a team or an organization.

The main purpose of all factory organizations is to develop production. All activities should be under the supervision of the party committee. Methods for utilizing leisure time should be determined by the party committee in the factory.

E. Activities to Strengthen Party Organization and Party's Educational Programs in Industrial Plants

To assure the successful operation of the industrial system, the party must strengthen its organization and improve its educational programs in industrial plants.

Party work in industrial plants has two aspects: the expansion of party organization and party reorganization. Before we expand the party organization in industrial plants, we should carry out all the preliminary educational programs of teaching the workers the history of the Communist Party and the Communist Manifesto to raise the political consciousness of the workers and staff members and improve their understanding of the party.

Members of the KMT and other reactionary parties must register for education. We should, in the course of the production campaign, select those who are active in the campaign and who have a high degree of political awareness to be prospective party members and recruit them after careful examination. We must not admit workers into the party unconditionally lest the party standard is lowered. Technical personnel with long working records shall be given preference for becoming new members. Such a policy can keep the party pure and enable the party to keep control of key jobs in the industrial plant. It will also give outsiders a good impression because the members with technical positions are competent workers.

However, this does not mean that the party neglects its responsibility to educate the unskilled workers or that it looks down upon them. As soon as the party organization is firmly established in the plant, we must start our educational activities to recruit new members. We may set up a party branch committee in each engine room and organize it as center of activities.

According to the resolutions issued by the Organization Department of the Chinese Communist Party, we should reorganize the party in an orderly manner. Various educational means should be used to promote a great number of party leaders in administration, trade unions, and the Youth Corps. Progressive elements among the technical personnel and staff members should also be advanced to leadership. This is a long range policy and must be cautiously carried out.

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We must strengthen the party's educational and propaganda programs. By using these programs, we can raise the political consciousness of the party members, the Youth Corps, and the workers, ensure an increase in labor efficiency, and improve our attitude and manner of work. The party organization should constantly urge its members to participate in all educational programs. A rule should be established whereby a member may be assigned to make periodic reports on the deeds of party members. A propaganda system should be set up to reach all party members and workers. All political propaganda should serve to increase production.

We should teach all members, workers, and staff members the fundamental theory of Communism in accordance with their state of mind. On the other hand, we should show them the concrete tasks in each stage of the nation's political development, party policies, the factory production targets, and the objective of the Resist America, Aid Korea Movement. We must teach them how the increase in production contributes to our final political objective. In short, we must conduct the propaganda programs in such a way that our political, economic and cultural objectives can be realized at the same time.

F. Activities Concerning State Enterprises for Party Organizations in Cities

All party activities in cities and industrial and mining areas should be focused on production and the welfare of the workers. Party organizations in city areas are responsible for these activities. It is erroneous to believe that the government economic authority is responsible for directing production and that the local party organizations do not have to share this responsibility or only share by playing a minor role. On the other hand, certain leaders in state enterprises are wrong in their belief that a vertical leadership relation is preferable to that of the local party organizations. Therefore, we must reform the party leadership in industry. All leaders in the state enterprises should take the initiative to consult local party organizations and teach the staff members and workers under them to observe local regulations.

Measures which should be taken by the local party organization to regulate state enterprises in its locality follow.

1. See how well the local state enterprise has executed state production plans, laws, orders, and instruction issued by higher economic authorities.
2. Assume the general responsibility of party work among the working masses. Make plans for party programs among the working masses for the area as a whole. Coordinate the work programs initiated by party organizations at various levels. Unify the operation procedures in the locality and launch production campaigns. Popularize valuable local experiences in production.
3. Organize party cadres from various organizations. Teach revolutionary methods to the workers. Organize group discussions. Raise the political consciousness of the cadres in industry. Purge those groups who violate discipline and laws and those who are corrupt. Help industrial administrative departments in making personnel appointments and promotions.
4. Assume the general responsibility of organizing the local security system, launch propaganda campaigns against counterrevolutionaries and purge them. Set up a sound security system for industry.
5. To strengthen party leadership, the following measures should be taken:
  - a. Make copies of the annual, quarterly, or monthly production plans, instructions given by higher economic authority, work reviews, and resumes of work experience and refer them to higher level party committees.

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b. When the Department of Industry, or its affiliated organizations, calls the responsible leaders in state enterprises to conference for policy discussion, they should also invite the party leaders or cadres of the corresponding locality.

c. Party members who are responsible for factory administration shall respect the policy and ideological guidance given by the local party committee, observe its instruction on production activities, and make reports to the local party committee.

6. An industrial division may be set up at provincial and city party committees to be in charge of party work in industry. The city government shall be responsible for accomplishing the following activities with respect to state enterprises:

a. The city government has the authority to supervise and inspect the state enterprise regarding the execution of government laws and regulations and labor laws in particular.

b. All municipal projects shall follow the workers' welfare policy and be an aid to production. This policy applies to the construction of factory buildings, sewers, power plants, fire stations, dwellings, roads, schools, sanitary facilities, etc.

c. The city government shall help the enterprises in its locality to solve such problems as recruiting workers, purchasing equipment, examining contracts, and regulating contractors.

d. The city government shall organize the industrial and commercial concerns in its locality to help the state enterprises to find markets for their commodities, to purchase raw materials, and to facilitate contract negotiation.

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